
CMIPS Project Office

CMIPS PROJECT GOVERNANCE PLAN

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Revision History

REVISION	DATE OF RELEASE	PURPOSE
Initial Draft	12/8/00	Initial Review.
Second Draft	1/18/01	Incorporated comments from HHSDC, CDSS, and DGS.
Third Draft	1/25/01	Incorporated comments from Stakeholder Meeting regarding: <ul style="list-style-type: none"> 1. RFP approval process 2. CWDA review of business processes 3. DGS involvement in issue escalation and resolution

1 INTRODUCTION

This plan is part of the Case Management Information and Payrolling System (CMIPS) Master Project Plan. The Governance Plan identifies the project participants and establishes their roles, relationships, and responsibilities for decision making, approvals, and issue resolution and escalation. The scope of this Governance Plan is limited to the Procurement Phase of the CMIPS project to include the preparation of the Request for Proposal (RFP), conducting the procurement in accordance with the RFP, proposal evaluations, and prime contract award. This plan will be updated at the end of the Procurement Phase to address governance for the remainder of the project which will include contract oversight and stakeholder coordination for CMIPS system development, implementation, maintenance, and operation.

2 GOVERNANCE ROLES AND RESPONSIBILITIES

At the core of the CMIPS strategy is a federal, state and county partnership based on recognition that it is in all parties' best interests to improve the efficiency and effectiveness of the In-Home Supportive Services (IHSS). Counties are aligned with the project based on common business needs and working relationships. State and county representatives will facilitate IHSS automation by closely working together to communicate business needs and changes in a clear and structured manner.

2.1 Health and Human Services Agency Data Center (HSDC)

2.1.1 CMIPS Project Office

At the request of the project sponsor, California Department of Social Services (CDSS), the HSDC CMIPS Project Office is responsible for managing the activities in support of the CMIPS procurement and, as such, only has authority to make decisions concerning that project management.

The Project Office is a facilitator for the automation for the IHSS program. During the procurement phase, the Project Office is the focal point for collecting and synthesizing requirements from the all 58 counties, CDSS, DHS, and interface agencies. The Project Office prepares and requests approval for procurement deliverables to include the Request for Proposal (RFP), Proposal Evaluations, and Contract. The Project Office is responsible for preparing and coordinating approval of funding documents. The Project Office is also responsible for preparation activities associated with the upcoming CMIPS II system development, implementation, operation and maintenance.

The Project Office provides general project management and oversight in many areas, including status reporting, assessing and mitigating risk, facilitating communications and teamwork among stakeholders, resolving issues, and managing resources.

2.1.2 Telecommunications

HHSDC is responsible for designing, implementing, and maintaining the Wide-Area-Network (WAN) for the CMIPS II based on requirements defined by the Project Office. As such, the Telecommunications group has authority to make decisions regarding the WAN.

2.1.3 HHSDC Budget Office

The HHSDC Budget Office is responsible for reviewing budget documents prepared by the Project Office and ensuring their approval through the State Fiscal process. As such the Budget Office has the authority to review and request corrections or revisions to funding documents.

2.1.4 HHSDC Contract Office

The HHSDC Contract Office has authority to approve contracts and process invoices for consultants hired by the Project Office to support the project.

2.1.5 HHSDC Executive Management

The HHSDC Executive management is responsible for establishing HHSDC policies and standards, monitoring the CMIPS project, and assisting in issue resolution. Executive management has authority to make and enforce policy. In addition Executive Management can make final decisions for issue resolution concerning HHSDC.

2.2 California Department of Social Services (CDSS)

2.2.1 CDSS Adult Programs Branch (APB)

CDSS APB is the project sponsor and is responsible for the success of the IHSS program. CDSS defines policy and regulations for the IHSS program. CDSS provides funding and oversight for the CMIPS project. CDSS also provides subject matter expertise for defining business requirements. CDSS approves the CMIPS Project Office work products to include plans, studies, RFP, and Contract.

2.2.2 CDSS Budget Office

The CDSS Budget Office is responsible for reviewing budget documents prepared by the CDSS divisions and ensuring their approval through State Fiscal process.

2.2.3 CDSS Contract Office

The CDSS Contract Office has authority to approve contracts and process invoices for consultants hired by CDSS APB to support the project.

2.2.4 CDSS Executive Management

The CDSS Executive management is responsible for establishing CDSS policies and standards, approving all new CDSS funding for the CMIPS Project, monitoring the CMIPS project, and assisting in issue resolution. Executive management has authority to make and enforce policy. In addition Executive Management can make final decisions for issue resolution concerning CDSS.

2.3 Control Agencies

Control agencies approve project funding and some work products. They also monitor projects to ensure they adhere to standards.

2.3.1 Department of General Services (DGS)

DGS is responsible for conducting the CMIPS II procurement. DGS, with the procurement team, develops the RFP and Contract. DGS has authority to approve the Alternative Procurement Business Justification (APBJ), RFP, evaluation plan, vendor selection report, Contract, and Contract amendments. The DGS also has authority to resolve procurement issues.

2.3.2 Department of Information Technology (DOIT) and Independent Validation and Verification (IV&V)

DOIT is responsible for all major Information Technology (IT) projects in California and has authority to approve the CMIPS project APBJ (along with DGS), Feasibility Study Report (FSR), Special Project Reports (SPR), and Post Implementation Evaluation Report (PIER). DOIT requires the project office to hire an IV&V consultant to monitor the project, review deliverables, track risks, and report their findings to the Project Manager and DOIT.

2.3.3 California Health and Human Services Agency (CHHSA)

CHHSA is responsible for California's health and social services programs and reviews the final contract documents.

2.3.4 Department of Finance (DOF)

DOF is responsible for approving the annual funding for the project and has authority to approve the Budget Change Proposals (BCP's) and the Planning and Implementation Advanced Planning Documents (PAPD and IAPD).

2.3.5 California Legislature and Governor

The California Legislature and Governor have the final authority to approve or reject budgets prepared by DOF. The Legislature has authority to create legislation that affects the IHSS program.

2.3.6 Department of Health Services (DHS)

DHS is the single State agency for California Medicaid program and is responsible for reviewing the CMIPS project budgets, RFP, and Contract before they are sent to Health Care Financing Administration (HCFA) for approval.

2.3.7 Health Care Financing Administration (HCFA)

HCFA is responsible for Title XIX program administration and funding. Following review from the Department of Health Services (DHS), HCFA has authority to approve the project costs and system specifications that are under the preview of HCFA because of Federal funding and the CMIPS interface with the CA-MMIS. As such, HCFA shall review and approve the project budgets, RFP, and Contract.

LAO.

From email on June 9, 2001. DOIT will issue a MM requiring all departments, including HHSDC, to provide their FSRs/SPRs to the LAO when they're submitted to the control agencies. Our July 17, 2000 letter on Project Reporting to the LAO for the major projects still remains in effect and we do not intend to issue another letter. Essentially, HHSDC will submit project documents to the LAO at two different points: (1) when submitted to the control agencies and (2) with the final BCP to the Legislature (modified if necessary to be consistent with the final budget decisions). Hope this helps clear things up.

2.4 Customers

The primary customers of the CMIPS project are IHSS staff located in the County Welfare Departments and the Disability and Adult Programs Division (DAPD) at CDSS. In addition, DHS has a small staff that will use CMIPS for the administration of the Medi-Cal Personal Care Services Waiver Program. The IHSS Public Authorities/Non-Profit Consortia are also prime CMIPS customers. These customers are responsible for providing subject matter experts to help define and validate project requirements.

2.4.1 County Welfare Departments

Counties are responsible for county-level project management, implementation, and operations. In addition, they are primarily responsible for communicating their business and technology needs for CMIPS II. To define and validate business requirements, approximately eight county IHSS offices will provide subject matter experts for a "Core Team" who are interviewed and participate in focus groups. The Project Office is responsible for synthesizing and documenting these requirements. The documented requirements are reviewed by an "Extended Team" of representatives from at least eight other counties. As such, the county staff have the authority to define and recommend changes to documented requirements.

Competitive procurement for hardware is the Project Office responsibility, but it may be accomplished through the counties, if cost-effectiveness criteria are met. A Technical Advisory Group (TAG) will have members from county offices, CWDA, CDSS, and HHSDC to assess and advise on system architecture and implementation.

2.4.2 CDSS Adult Programs Branch – IHSS Program

The CDSS APB/ IHSS Program provides subject matter experts to define and validate business requirements for the State portion of the IHSS administration. CDSS APB will review and approve CMIPS project deliverables. CDSS APB will also review and approve proposed CMIPS systems changes/enhancements in response to county requests or expressed need.

2.4.3 DHS Medical Care Services

DHS Medical Care Services provides subject matter experts to define and validate business requirements associated with the DHS In-Home operations for purposes of the Medi-Cal Personal Care Services Waiver Program. DHS will also help define requirements relating to exchange of data with MEDS and the Medi-Cal MIS/DSS.

2.4.4 California Welfare Directors Association (CWDA)

The California Welfare Directors Association (CWDA) represents county welfare directors and their designees. CWDA monitors the CMIPS Project and reviews the CMIPS II business requirements through two committees: CWDA IT committee and the CMIPS Policy committee.

2.5 Advisory and Advocate Groups

2.5.1 California State Association of Counties (CSAC) (formerly the County Supervisors Association of California).

CSAC represents county government before the California Legislature, administrative agencies and the federal government. CSAC may monitor the CMIPS project and help resolve issues that concern their organization.

2.5.2 IHSS County Public Authorities (PA's)

PA's have formed in eight counties to represent the interest of the IHSS providers. It is expected that more will form in other counties. Each county PA will have a provider registry and referral service. The PA council may request information from CMIPS to assist the provider registry and referral service. The CMIPS Project Office will evaluate recommendations and requests for information from the PA council, communicate with the PA council, and consider the PA information requirements for the CMIPS RFP. PA council monitors the CMIPS project and helps resolve any issues concerning their organization.

2.5.3 IHSS Advisory Councils.

Some counties have IHSS advisory councils composed of IHSS program recipients. Under AB 1689, all counties are required to create advisory councils. In fiscal year 2000/2001, fifty seven (57) of fifty eight (58) counties have indicated they have or will form a council. These councils may assist in resolving issues concerning recipients.

2.6 Interface Agencies

CMIPS shares data with the following agencies. Each agency has authority to set interface standards for their systems. The Project Office works with each agency to document interface requirements for CMIPS II. These agencies are responsible for informing the Project Office of any changes in interface requirements.

- State Controller's Office (SCO)
- State Treasurer's Office (STO)
- Employment Development Department (EDD)
- Department of Health Services
 - 1) California Medicaid Management Information System (CA-MMIS) and Medi-Cal Management Information System
 - 2) Decision Support System (MIS/DSS)
- State Franchise Tax Board (FTB)
- County Welfare Departments (CWD)
- Internal Revenue Service (IRS)
- United States Postal Service (USPS)
- Case Data counties
- Los Angeles County/LEADER
- Statewide Automated Welfare System (SAWS)
- SSI/SSP Data Exchange (SDX)

2.7 Bidders/Contractor

Bidders are responsible for preparing proposals in response to the RFP requirements. The bidders have the authority to request information related to the RFP. The DGS is the clearinghouse for all bidder requests. DGS directs inquiries to the procurement team who will contact the appropriate departments. Then DGS ensures responses are fairly distributed back to the bidders in accordance with the rules of the RFP.

The Contractor selected to develop, implement, operate, and maintain CMIPS has the authority to make decisions as needed to manage their project.

3 GOVERNANCE

3.1 Project Approval

The project is initiated by HHSDC by submitting an Alternative Procurement Business Justification (APBJ) to DOIT and DGS. DOIT and DGS respond with written approval. DOIT assigns a project number.

The Project Office requests funding and approval to proceed beyond the project initiation. The State approval documents include Feasibility Study Reports (FSRs) and Special Project Reports (SPRs) as well as supplemental or amended SPRs. Federal approval documents include Advance Planning Documents (APDs) and as well as the required "Annual" and "As Needed" updates to these documents. State control agencies currently accept federal documents in lieu of FSRs and SPRs for the Procurement Phase. Once a contractor is selected at the end of the Procurement Phase, the Project Office prepares an FSR for the subsequent system development, maintenance, and operation.

The Project Office is responsible for preparing draft documents and facilitating approvals by all appropriate signatories. The Project Office submits the final documents to state and federal approval authorities. Table 1 lists the review and approval agencies.

Table 1. Project Approval Documents

WORK PRODUCT	REVIEW	APPROVE
Alternative Procurement Business Justification (APBJ)	<ul style="list-style-type: none">• HHSDC System Integration Division• Chief, CDSS CMIPS Procurement Bureau• Chief, CDSS Adult Programs Branch	<ul style="list-style-type: none">✓ DGS✓ DOIT
<ul style="list-style-type: none">-Planning Advanced Planning Document (PAPD)-Planning Advanced Planning Document Update (PAPDU)-Implementation Advanced Planning Document (IAPD)-Implementation Advanced Planning Document Update (IAPDU)	<ul style="list-style-type: none">• Project Office Manager• CDSS Budget Office• Chief, CDSS CMIPS Procurement Bureau• Chief, CDSS Adult Programs Branch• HHSDC Budget Office• HHSDC System Integration Division• CHHSA	<ul style="list-style-type: none">✓ HHSDC Director✓ CHHSA✓ DHS✓ DOIT✓ DOF✓ HCFA
Feasibility Study Report (FSR)	<ul style="list-style-type: none">• HHSDC Project Office Staff• Chief, CDSS CMIPS Procurement Bureau• Chief, CDSS Adult Programs Branch• DOIT• IV&V	<ul style="list-style-type: none">✓ DOIT✓ TIRU

The Project Office provides or arranges for follow-up communication orally or in writing to approval authorities as necessary to secure approval, including arranging and participating in conference calls and meetings.

3.2 Project Funding

3.2.1 State Funding

The principal funding document for the State is the Budget Change Proposal (BCP). The Project Office and CDSS prepare and submit separate BCPs for their respective expenditures in support of the project. BCPs are prepared for the November Subvention and May Revise (if needed). Table 2 summarizes the review agencies.

Table 2. State Funding Documents

WORK PRODUCT	REVIEW	APPROVE
Budget Change Proposal	<ul style="list-style-type: none">• Project Office Manager• CDSS Budget Office• Chief, CDSS CMIPS Procurement Bureau• Chief, CDSS Adult Programs Branch• HHSDC Budget Office• HHSDC System Integration Division	<ul style="list-style-type: none">✓ HHSDC Director✓ CHHSA✓ DOF✓ State Legislature✓ Governor

The Project Office sends the BCP to the HHSDC Budget Office for review. The HHSDC Budget Office sends the BCP to the CDSS Budget Office for review. Following the CDSS review, the HHSDC Budget Office gets approval from the HHSDC director and sends the BCP to CHHSA and then DOF for approval. DOF prepares the state budget for review and approval by the Legislature and Governor.

The Project Office provides follow-up support by presenting budget assumptions and estimates to Health and Human Services Agency Data Center (HHSDC) management, California Department of Social Services (CDSS), Department of Finance, and the Legislative Analyst's Office; responding to all questions concerning budget documents; preparing information for legislative budget hearings; and preparing and reviewing Budget Bill language and other legislation (if required).

3.2.2 Federal Funding

The project is partially funded through Title XIX. The principal documents for federal funding are the Planning Advance Planning Document (PAPD) and Implementation Advance Planning Document (IAPD) and as well as the required "Annual" and "As

Needed" updates to these documents, PAPD or IAPD Update (PAPDU or IAPDU). Table 1 shows the review and approval agencies for these funding documents.

3.2.3 Claiming

CDSS APB develops county claiming instructions for the project; prepares county claiming correspondence; reviews county claims and invoices for accuracy; authorizes payment of claims and invoices; identifies necessary modifications to the claiming process; reviews and processes invoices for all project Interagency Agreements and consultant contracts; resolves claiming issues and discrepancies.

3.2.4 County Funding Requests and Expenditures

CDSS APB authorizes and processes county travel expenditures associated with the CMIPS procurement effort.

For equipment purchases for counties, CDSS will build a budget premise for an incremental increase in either the IAG or in the IHSS/PCSP budget for new county administrative costs.

3.2.5 Expenditure Tracking

The HHSDC is responsible for tracking expenditures and submitting invoices to CDSS as documented in the Interagency Agreement dated September 2000. In addition, the HHSDC and CDSS are responsible for preparing their respective project expenditure reports comparing expenditures to project approvals. The Project Office consolidates the HHSDC and CDSS expenditures for the monthly report to DOIT.

3.3 Project Management

The Project Office is responsible for the day-to-day management of the CMIPS project. The Project Office prepares and reviews planning documents and status reports. The Project Office has authority to finalize and approve documents affecting only its internal operation. CDSS has authority to approve planning documents that also affect the IHSS program. Other stakeholders review documents affecting their organizations before they are approved by HHSDC and CDSS. Table 3 shows the Project Planning documents with the review and approval agencies.

Table 3. Project Planning Deliverables

WORK PRODUCT	REVIEW	APPROVE
Project Charter	<ul style="list-style-type: none">• HHSDC Project Office• Chief, CDSS CMIPS Procurement Bureau• CWDA CMIPS Policy Advisory Committee• DGS	<ul style="list-style-type: none">✓ CMIPS Project Manager✓ Chief, CDSS Adult Programs Branch✓ Deputy Director Disability and Adult Programs Division at CDSS✓ Director, System Integration

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CMIPS GOVERNANCE PLAN

WORK PRODUCT	REVIEW	APPROVE
	<ul style="list-style-type: none"> CDSS Legal Counsel 	Division at HHSDC
Project Plans		
<ul style="list-style-type: none"> Master Project Plan 	<ul style="list-style-type: none"> HHSDC Project Office Chief, CDSS CMIPS Procurement Bureau IV&V 	<ul style="list-style-type: none"> ✓ CMIPS Project Manager ✓ Chief, CDSS Adult Programs Branch
<ul style="list-style-type: none"> Communications Plan 	<ul style="list-style-type: none"> HHSDC Project Office Chief, CDSS CMIPS Procurement Bureau DGS CDSS Legal Counsel 	<ul style="list-style-type: none"> ✓ CMIPS Project Manager ✓ Chief, CDSS Adult Programs Branch
<ul style="list-style-type: none"> Governance Plan 	<ul style="list-style-type: none"> HHSDC Project Office Chief, CDSS CMIPS Procurement Bureau DGS CDSS Legal Counsel 	<ul style="list-style-type: none"> ✓ CMIPS Project Manager ✓ Chief, CDSS Adult Programs Branch
<ul style="list-style-type: none"> Implementation Strategy 	<ul style="list-style-type: none"> HHSDC Project Office Staff Chief, CDSS CMIPS Procurement Bureau CWDA CMIPS Policy Advisory Committee HHSDC Telecommunications IV&V 	<ul style="list-style-type: none"> ✓ CMIPS Project Manager ✓ Chief, CDSS Adult Programs Branch
<ul style="list-style-type: none"> Interface Management Plan 	<ul style="list-style-type: none"> HHSDC Project Office Staff Chief, CDSS CMIPS Procurement Bureau Interface Agencies IV&V 	<ul style="list-style-type: none"> ✓ CMIPS Project Manager ✓ Chief, CDSS Adult Programs Branch

The Project Office prepares status reports and submits a copy of each report to CDSS APB for their records. Table 4 shows the status reports and their recipients.

Table 4. Project Status Deliverables

WORK PRODUCT	REVIEW	RECIPIENT
Quarterly Chronology of Key Events	<ul style="list-style-type: none"> HHSDC System Integration Division 	<ul style="list-style-type: none"> ✓ CHHS ✓ Chief, CDSS CMIPS Procurement Bureau ✓ Chief, CDSS Adult Programs Branch
DOIT Monthly Report	<ul style="list-style-type: none"> HHSDC System Integration Division 	<ul style="list-style-type: none"> ✓ DOIT ✓ Chief, CDSS CMIPS Procurement Bureau ✓ Chief, CDSS Adult Programs Branch
SID Monthly Status Report	<ul style="list-style-type: none"> CMIPS Project Manager 	<ul style="list-style-type: none"> ✓ HHSDC System Integration Division

WORK PRODUCT	REVIEW	RECIPIENT
		✓ Chief, CDSS CMIPS Procurement Bureau ✓ Chief, CDSS Adult Programs Branch

3.4 Procurement

3.4.1 RFP Preparation and Approval

DGS, with the help of the Project Office and CDSS, is responsible for preparing and releasing the RFP and RFP amendments. As part of the RFP preparation, the Project Office conducts the Business Process Improvement Study to define the business requirements for CMIPS II. DGS and the Project Office then share primary responsibility to write the RFP and facilitate the reviews and approvals listed in Table 5.

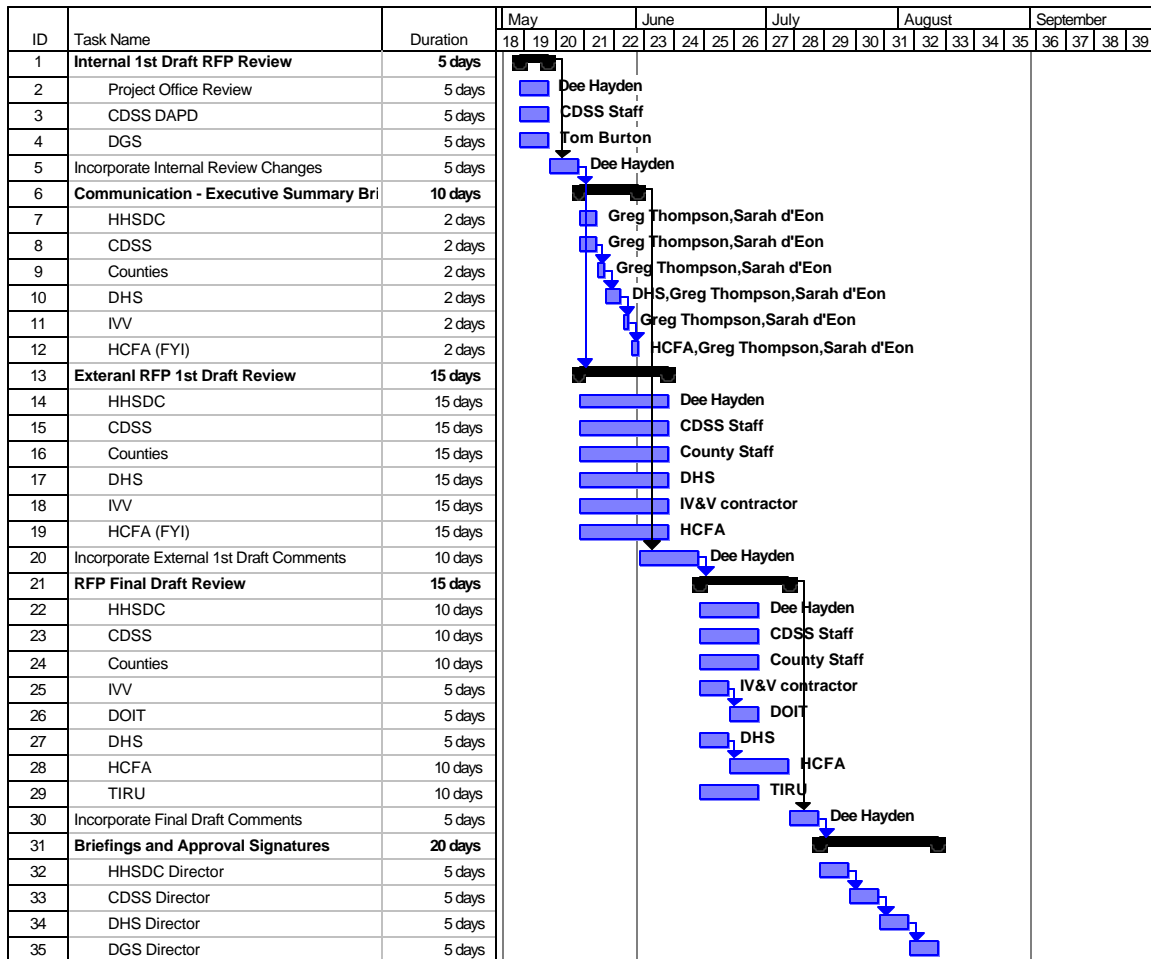
Table 5. Procurement Review and Approval

WORK PRODUCT	REVIEW	APPROVE
Business Process Improvement Study		
<ul style="list-style-type: none"> o Current Business Process Definition 	<ul style="list-style-type: none"> • HHSDC Project Office Staff • CDSS APB Staff • Chief, CDSS CMIPS Procurement Bureau • County Core and Extended Teams • CWDA CMIPS Policy Advisory Committee • CWDA IT committee • DGS 	<ul style="list-style-type: none"> ✓ HHSDC Project Office Mgr ✓ Chief, CDSS Adult Programs Branch
<ul style="list-style-type: none"> o Proposed CMIPS business enhancements 	<ul style="list-style-type: none"> • HHSDC Project Office Staff • CDSS APB Staff • Chief, CDSS CMIPS Procurement Bureau • County Core and Extended Teams • CWDA CMIPS Policy Advisory Committee • CWDA IT committee • DGS 	<ul style="list-style-type: none"> ✓ HHSDC Project Office Mgr ✓ Chief, CDSS Adult Programs Branch
Request for Proposal	<ul style="list-style-type: none"> • HHSDC Project Office Staff • CDSS CMIPS Procurement Bureau • Chief, CDSS Adult Programs Branch • County Core and Extended Teams (only business req) • HHSDC Telecommunications 	<ul style="list-style-type: none"> ✓ Director, HHSDC ✓ Director, CDSS ✓ DHS ✓ HCFA ✓ Director, DGS

WORK PRODUCT	REVIEW	APPROVE
	(only system architecture) <ul style="list-style-type: none"> • IV&V • CDSS Legal • HHSDC SID Director • HHSDC Director • CDSS Director • DGS • DOIT • DOF • DHS • HCFA 	
RFP Addendums	<ul style="list-style-type: none"> • HHSDC Project Office Staff • Chief, CDSS CMIPS Procurement Bureau • Chief, CDSS Adult Programs Branch • CDSS Legal • IV&V • DGS 	✓ DGS

As illustrated in Figure 1, the RFP review and approval process starts with an internal review of the RFP by the CMIPS Project Office and the Sponsor at CDSS. Next the first draft of the RFP is sent for external review to be done concurrently by the control agencies. After the Project Office receives and incorporates the control agency comments, they prepare the final draft and send it out for final, concurrent review by the stakeholder organizations. After that review, the Project Office finalizes the RFP and requests signatures to document review by HHSDC, CDSS, DHS, HCFA, and approval from DGS. The whole process is expected to take three months.

Figure 1. RFP Review Process



3.4.2 Proposal Evaluation

DGS, with the help of the Project Office and CDSS, is responsible for evaluating the bidder proposals and preparing the Bidder Selection Report. The Project Office facilitates the reviews and approvals listed in Table 6.

Table 6. Proposal Evaluation Review and Approval

WORK PRODUCT	REVIEW	APPROVE
Bidder Selection Report	<ul style="list-style-type: none"> HHSDC Project Office Staff Chief, CMIPS Procurement Bureau CDSS Legal IV&V CMIPS Project Manager Chief, Adult Programs Branch at CDSS 	✓ DGS

3.4.3 Contract Preparation and Approval

The Project Office and CDSS are responsible for preparing the Contract and Contract amendments. DGS reviews and approves the contract and amendments. The Project Office facilitates the reviews and approvals listed in Table 7.

Table 7. Contract Review and Approval

WORK PRODUCT	REVIEW	APPROVE
Contract	<ul style="list-style-type: none">• HHSDC Project Office Staff• Chief CMIPS Procurement Bureau• Chief, CDSS Adult Programs Branch• CDSS Legal• DGS• DOF• CHHSA• DHS• HCFA• IV&V (for DOIT)• Director, CDSS	<ul style="list-style-type: none">✓ Director, HHSDC✓ DGS
Contract Management Plan	<ul style="list-style-type: none">• HHSDC Project Office Staff• Chief, CDSS CMIPS Procurement Bureau• CDSS Legal• DGS• IV&V (for DOIT)	<ul style="list-style-type: none">✓ CMIPS Project Manager✓ Chief, CDSS Adult Programs Branch
Contract Amendments	<ul style="list-style-type: none">• HHSDC Project Office Staff• Chief, CDSS CMIPS Procurement Bureau• Chief, CDSS Adult Programs Branch• CDSS Legal• DGS• DOF• IV&V (for DOIT)	<ul style="list-style-type: none">✓ Director, HHSDC✓ Director, CDSS✓ Director, DGS

3.4.4 Preparation for Implementation

The Project Office is responsible for identifying implementation requirements for the RFP. During the procurement phase, the Project Office identifies representatives in each county and conducts surveys to determine the current configuration of facilities and equipment. The Project Office establishes a Technical Advisory Group (TAG) to assess the current configuration and help determine implementation strategy for the RFP. The TAG is led by the Project Office Implementation Lead and consisted of members from

3.5 Issue Resolution and Escalation Process

The Project Office serves as a clearinghouse for project issues identified by its staff or stakeholders. Issues are reviewed and are either resolved or forwarded to the appropriate agency(ies)/entity(ies) for a response. The Project Office has the authority to resolve project issues, CDSS has authority to resolve IHSS program issues and DGS has authority to resolve procurement issues. Responses are reviewed and consolidated prior to return to the originator. Responses are also transmitted to affected stakeholders. The Project Office will track issues from submission to resolution.

Any dispute concerning a decision to be made related to CMIPS shall be escalated to the Chief Deputy Directors of CDSS, HHSDC, and/or DGS Procurement Division if not resolved within a reasonable period of time by the program contact normally responsible for resolving this dispute. Either CDSS, or HHSDC may escalate the dispute to the Chief Deputy Director level, if it concludes that dispute resolution is not proceeding in a timely manner.

Final resolution of DGS issues and all procurement issues rests with the DGS Director unless specifically otherwise called for in the solicitation document. However, if resolution of a CDSS or HHSDC dispute is not achieved at the Chief Deputy Director level, the dispute shall be escalated to the Undersecretary of CHHSA for resolution. If CDSS or HHSDC conclude that dispute resolution is not proceeding in a timely manner, either party may escalate the dispute to the Agency Undersecretary. Final resolution of HHSDC and CDSS issues rests with the Agency Undersecretary.